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OFFICIAL REPORT  
on the  
TWELFTH AGENCY ORIENTATION COURSE

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## OFFICIAL REPORT

on the

### TWELFTH AGENCY ORIENTATION COURSE

#### I. INTRODUCTION

The Twelfth Central Intelligence Agency Orientation Course was conducted by the Office of Training in the U. S. Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday and Friday, November 3, 4, 5 and 6, 1953. This was the eighth Agency Orientation conducted under Regulation [ ] directing that such programs be held once every three months.

#### II. FORMAT OF PROGRAM

##### 1. Substance

The subject matter of the total program was broken down into four segments:

a. BACKGROUND - which included some actual, pertinent, current policy demands; the total challenge of our work; and the ever important responsibility of security,

b. SUPPORT AND COORDINATION - under which heading we covered the broad responsibilities of the Central Intelligence Agency,

c. THE PRODUCTION FUNCTION - which analyzed the specific areas of CIA responsibility, and

d. CIA IN TODAY'S WORLD - under which heading we gave a profile of the USSR followed by a unified effort of the total intelligence process and the appropriate climax from the Director's level, including the Inspector General.

##### 2. Program Pattern

###### a. Brevity of Presentations

We stressed the strength of hard-hitting presentations leading to discussions by the question-and-answer method. A few programs back the presentations were longer which had a tendency to lessen audience participation.

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b. Panels

Interspersed during the second and third days were three panels which again proved to be a welcome change of pace.

c. Visual Aids

This was the first Orientation Course in which we utilized completely the facilities of our own Training Aids Branch. They made new visual products for SERVICES OF COMMON CONCERN and for INTELLIGENCE IN ACTION. Many of the other visual aids were improved and changed to meet the requirements of the speakers.

d. Audio and Recording Facilities

We are also pleased to report that from our Training Aids Branch we received the most cooperative support in controlling all of the amplification and recording throughout the program, with each subject demanding a lesser or a greater number of microphones, and with individual position controls on each such occasion, this task was quite demanding.

3. Particular Differences from the Eleventh Orientation Course

Subjects

a. We dropped the separate analytical approach toward collection and thereby eliminated the subjects, OVERT COLLECTION and CIA's COLLECTION, and in their place we inserted . . .

b. . . . the COLLECTION PANEL which was our first effort in these programs to unify the information-gathering, registration and dissemination duties.

c. We placed on the program a new subject, SERVICES OF COMMON CONCERN, which is one of the legislative basic responsibilities of our Agency.

d. The topic, CURRENT INTELLIGENCE PANEL, which was presented for the first time during the Eleventh Agency Orientation Course, was dropped, and in its place we reinstituted the subject . . .

e. . . . CURRENT INTELLIGENCE as an individual presentation.

f. The topic, [REDACTED] was dropped, and some of the time gained was allotted to other subjects.

g. The subject, WORK OF THE AGENCY, was used as a generic title to cover the message of the Inspector General.

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Personalities

a. The Honorable Nelson A. Rockefeller

Mr. Rockefeller, Under Secretary of Health, Education and Welfare, presented the keynote part of our program and gave a most realistic appreciation of the reliance of policy on intelligence.

b. Mr. [REDACTED]

Mr. [REDACTED] Executive, Office of Collection and Dissemination, as a member of the COLLECTION PANEL, appeared on our Orientation Course for the first time.

c. Mr. [REDACTED]

Mr. [REDACTED] Deputy Chief, Requirements Staff, DDP/PI, was also making his initial appearance on our quarterly program forming another part of the COLLECTION PANEL.

d. Mr. [REDACTED]

Mr. [REDACTED] Assistant Director for Intelligence Coordination, returned to our program to present the new subject, SERVICES OF COMMON CONCERN.

e. Mr. Robert Amory, Jr.

After his unavoidable absence from our Eleventh Course, Mr. Amory, Deputy Director for Intelligence, returned to present the difficult topic, COORDINATION OF INTELLIGENCE.

f. Mr. [REDACTED]

Mr. [REDACTED] Deputy Assistant Director, Current Intelligence, returned to the role which he occupied on our program a few years ago in presenting the subject, CURRENT INTELLIGENCE.

g. Dr. [REDACTED]

Dr. [REDACTED] Acting Chief, Epidemiology Branch, Medicine Division, Office of Scientific Intelligence, in being with us on the SCIENTIFIC INTELLIGENCE PANEL had the honor of being the first female to appear on one of our quarterly programs.

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h. Mr. [REDACTED]

Mr. [REDACTED] Chief of the Western European staff and senior Western European estimator of the ONE Estimates Staff, was on our Orientation Program for the first time in presenting the topic, INTELLIGENCE IN ACTION.

i. Lyman B. Kirkpatrick

After an unfortunate and unavoidable absence from our program Mr. Kirkpatrick returned in his role as Inspector General to present the subject, WORK OF THE AGENCY.

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### III. EVALUATION

#### 1. General Comment

a. Both in subject matter and in method of delivery the Twelfth Agency Orientation Course should be rated about the best which we have yet produced. This does not mean that certain weaknesses were not apparent, and neither is this observation to be interpreted as resting on any crutch of satisfaction. Our constant goal will be to eliminate the weak and to make what is good better, and, if possible, to raise the level of the very good to the highest standards of human attainment.

b. Though we corrected certain weaknesses of previous programs, we recognize that in our efforts toward the attainment of good goals, other defects appear which must merit our attention in the future.

c. Parts of the Course, though satisfactory, seemed to lack a "zip" which sometimes comes from persons who are unschooled in platform work and who will allow themselves to fall into a lackadaisical attitude when their performances are repeated. This can only be overcome by modification of delivery or by the substitution of other persons to cover the subjects.

d. Wherever a noticeable omission of subject material appears, and we have a case or two in mind, this must be taken care of so that we get closer and closer to the goal of presenting the total intelligence function.

e. Our visual aids were the best we have yet used. Weaknesses of the past were corrected by discussion with the persons who were to use the visual aids, and the new ones were developed after consultation and discussion, in each instance, with the particular speaker.

f. Again to our Training Aids Branch must go deserved credit for the splendid job of amplification and recording which they gave us. On both these responsibilities of the visual aids and the recordings, we experienced a sympathy toward success and an enthusiasm toward accomplishment which made our job much easier.

g. We are glad to report again that persons who have been in the intelligence field for quite some time spoke to us at the auditorium and called us in the office since the completion of the program to express voluntarily their appreciation and satisfaction.

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Of course, we all understand that these courses are conducted as an integral part of our total training contribution, and, as such, the popularity factor is quite secondary. Hence, we recognize that many in attendance for one reason or another may have harbored and expressed adverse views. Though we do not hear them, we must always strive not to allow their existence to neutralize our efforts towards doing the best possible job.

Many of the representatives from the IAC Agencies and the consultants expressed gratification and congratulations.

Before and during the Twelfth Course we received again the gratifying type of informal request by which persons who had attended a previous course requested permission to come to a particular part of the program.

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## 2. First Day (BACKGROUND)

### General Comment

The opening day was a conspicuous improvement over the first day of the Eleventh Course.

#### a. OPENING REMARKS BY THE DIRECTOR OF TRAINING

There is no question about how this effort is to be rated. Our Director of Training made a positive contribution to the Course. His remarks were meaty, pertinent, stimulating, sincere and convincing. He laid "on the line" some very simple observations and convictions. This is the kind of springboard which is most appropriate for the quarterly program--a springboard where the Director of Training expressed to a large proportion of key Agency personnel his philosophy of training in general and some specific ideas of the application of this philosophy to the work of individuals in the Agency.

#### b. REMARKS AND INTRODUCTION OF GUEST SPEAKER

The review made by the Deputy Director was most appropriate. By taking most of the observations made during his first appearance on our Orientation Course, he was able to show how first impressions were born out by the progress of time or were wrong. In this case we were able to learn that his optimism was justified and that his apprehensions were not.

#### c. SPECIAL PRESENTATION

Though the keynote address of Mr. Rockefeller used the Western Hemisphere, and South America in particular, as a basis for showing the reliance which policy must make on intelligence, his presentation contained current actual material which is very applicable to what all intelligence agencies, and CIA in particular, must do now and in the next few months.

#### d. CIA--OUR CHALLENGE AND OUR CHARTER

As always, this part of the course must be evaluated by others. Some modifications were made in an effort to make more current the subject content.

#### e. BRIEFING OF "CIA SECURITY OFFICERS"

Even though he took his off, we cannot doff our hats to Col. Shef Edwards for his efforts this time. This is not to be interpreted

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as an unfavorable rating but rather a lower one than what we gave him for his efforts at the Eleventh Course. His method was punctured throughout by repetitive mental interruptions which made his product rough and jerky. I got the effect that he took this assignment in "stride" rather than giving it the specific kind of preparatory effort which we know he exerted during pervious programs.

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### 3. Second Day (SUPPORT AND COORDINATION)

#### General Comment

Again we are pleased to evaluate this day as stronger than the second day of the Eleventh Orientation Course.

#### a. ADMINISTRATIVE SUPPORT

Colonel White made his best contribution of many good performances. He stayed away from the boring enumeration of Office names, Section names, etc., in the DD/A area. He waxed warm as he went along, and his subject carried him to a fitting climax.

#### b. COLLECTION PANEL

From the standpoint of method of presentation this made a more interesting and profitable product than breaking collection into two parts. Now we realize that by fusing the story of the gathering of information into one panel we do not need a person from the State Department, even though Mr. Richard Scammon was not only cooperative but most able in his very brief introductory remarks.

25X1 [ ] under the most trying circumstances (his mother, a very young woman, had died suddenly a couple of days before) gave us a sparkling performance. This was needed because [ ] 25X1 [ ] was as weak as anyone could be in appearance, in method of speaking and in what he said. Colonel [ ] was much better 25X1 as a panel participant than he has been on previous occasions when he, himself, spoke and then answered questions. As the subject matter developed, it was obvious that official, personal representation from the Office of Operations should be a part of this panel.

#### c. SERVICES OF COMMON CONCERN

25X1 Having had a chance to audit Mr. [ ] remarks previously because he practiced by using our facilities, we knew that he was going to do a good job. What he actually did on the program, which included many of our suggestions, was his best job. However, his presentation was still somewhat academic in content and frequently became [ ] by using nebulous words. Since this subject is one of our specific, basic responsibilities and with our conviction that it contributes to this program, it might be well for us to get different persons to handle this topic each time. For example, I think Sherman Kent would like to tackle this one. 25X1

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d. COORDINATION OF INTELLIGENCE

Though the presentation of Mr. Amory was good, it was not up to the standard which he had set previously. His presentation was too much of the "waterfront" approach and would have gained in strength if he had limited himself to a more clear-cut analysis of his subject.

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#### 4. Third Day (THE PRODUCTION FUNCTION)

##### General Comment

Even though one part of the program had a tendency toward quietude, we are pleased to rate the third day as the best we have yet experienced.

##### a. ECONOMIC AND GEOGRAPHIC INTELLIGENCE PANEL

Though the Assistant Director, Office of Research and Reports, and his key persons made a good presentation, they had a tendency toward indifference and "canned" expressions. Because of the size of ORR, we should be able to get other participants and perhaps some female research worker to comprise the panel for the next course.

##### b. CURRENT INTELLIGENCE

This was [ ] best effort. His technique of using the large attendance as a jury to evaluate current indications was a most satisfactory technique. His solo job on this subject is a much better contribution to the program than the panel which we had used for it previously.

##### c. SCIENTIFIC INTELLIGENCE PANEL

This panel was not quite as relaxed as on previous occasions, but from the standpoint of brevity of answers and content of responses, plus the addition of the lady, Dr. [ ] we feel that the Scientific Panel gave a most creditable performance.

##### d. NATIONAL INTELLIGENCE ESTIMATES

Abbot Smith has proved himself to be a stable success. Because of rapidity of delivery, he says much in a very short time. As I mentioned previously, I think it would be good for the program if we rotated this subject with other members of the Board of National Estimates. Some time ago I brought to the attention of the Director of Training the fact that [ ] stated that he would like to be on the program in February. If his schedule permits, this would be the slot into which his ability would fit.

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## 5. Fourth Day (CIA IN TODAY'S WORLD)

### General Comment

In spite of our Director's response to a particular topic, the fourth day was, on the whole, the strongest concluding day of any course so far.

#### a. THE SOVIET INTELLIGENCE SYSTEM

25X1 [ ] eliminated much of the technical terminology, simplified his expressions of the interlocking police and intelligence functions of the USSR and with his unique brand of controlled humor as a carrying agent, he gave us his best contribution to date.

#### b. INTELLIGENCE IN ACTION

Because we have known [ ] intimately for quite some time and are aware of his performances at the Strategic Intelligence School, we would have been surprised had he given us other than the excellent presentation which we all heard. Bob's mind has many cylinders which carry thoughts in rapid-fire fashion, and, therefore, he has the inevitable result of speaking too fast. But tolerant should we be of such speed when we have the type of coverage which he gave us on this program.

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#### c. WORK OF THE AGENCY

Mr. Kirkpatrick's presence with us lent authentic value to our efforts, and the thoughts which he expressed in his message were most appropriate as one of the concluding notes of the program. Many of those who were present remarked about "the power of his eyes" which made each one feel that he was talking to that person.

#### d. DCI's MESSAGE

Our Director has the ability to include in his remarks many of the thoughts which are of current interest to employees. This is born out by the fact that on this occasion very many of the questions submitted for the DCI were pocketed because of his coverage of the subjects in his statement.

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#### IV. RECOMMENDATIONS

It is recommended that:

1. Since we were lucky to salvage ourselves by the cooperative response of Mr. Nelson Rockefeller, the Director of Training should attempt to secure the key policy official for our next program as soon as possible. If we are going to have the President, it would be well to have him in February before he gets too interested in the election fights which will take place later on in 1954.

2. The Director of Training look upon his presentation at the Twelfth program as precedent for his future efforts so that he will utilize this opportunity to express his convictions of current problems in the intelligence field as they affect persons throughout the Agency plus his recommendations to improve conditions.

3. With a COLLECTION PANEL composed of our own people, we drop representation from the Department of State.

4. We invite an official from the Office of Operations (maybe )  to appear on the panel which will be designed to cover the acquisition of information.

5. We invite a different representative from the DD/P area to add strength where  proved very weak.

6. The COLLECTION PANEL terminology be changed to INFORMATION PANEL. This reaction has come from discussions with persons in the Agency who feel that "collection" is too narrow an expression of what needs to be covered in that presentation which includes, besides collection, requirements, registration, evaluation, collation, dissemination, etc.

7. SERVICES OF COMMON CONCERN be retained as a standard topic on our program and covered by another person, if possible.

8. The title of the second day of the Thirteenth Course be changed to COORDINATION AND SUPPORT. This will give priority to the more important function.

9. With the approval of number 8 supra, we put the subject, COORDINATION OF INTELLIGENCE, with Mr. Amory on as the first item. This will follow more logically the new format and will bring about clarification by separating COORDINATION OF INTELLIGENCE from SERVICES OF COMMON CONCERN.

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10. With the approval of recommendation number 9 supra, we then shift ADMINISTRATIVE SUPPORT to the closing portion on the second day.

11. We attempt to "beef up" the ECONOMIC AND GEOGRAPHIC INTELLIGENCE PANEL so as to put more spirit into the presentation and to get a female participant, if possible.

12. We try to secure another member of the Board of National Estimates to cover the subject of NATIONAL INTELLIGENCE ESTIMATES. If schedules prove unavailable, we know that Mr. Abbot Smith is always glad to assist.

13. The title of the fourth day revert to the term we used some time ago, namely, THE IMPACT OF INTELLIGENCE. We make this recommendation since the pattern of the fourth day discusses the target of our intelligence effort, viz., the Soviets, followed by the total job we have to do and, finally, the messages of the Inspector General and the DCI.

14. We attempt to hold  as a fixture for INTELLIGENCE IN ACTION.

15. The Director of Training, as soon as practicable, invite the Inspector General to be with us again in February 1954 and that the IG use each successive occasion as an appropriate sounding board and dissemination point for his ideas. Furthermore, it is hoped that the career concept will always be part of his presentation.

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V. APPRECIATION

1. Since this has always been our first note of thanks, we hope that the Director of Training will not feel that repetition weakens our sincerity. Even though he relies upon us to do this job in creditable fashion, we realize that without his support and his ever ready assistance to ease the rough spots, our product would not be what it is.

2. As on previous occasions Mr. [ ] did a superlative task in shouldering innumerable details of many categories. Among his efforts we must note the remarkable success he had in securing again the help of persons from offices throughout the Agency to help us stage the program. The bus load of people which arrived at the Department of Agriculture each morning shortly after 8:00 a.m. developed into a cohesive team in very short order. As always, Ed [ ] continued to display a balance of nerves with the many drafts, redrafts, changes, alterations, modifications and other apparently unavoidable happenings which always precede the actual programs. To help with this quality of personality so conducive to office morale, we were fortunate, indeed, to have [ ] These are the kind of persons who have a pride in our product and who have now developed a system of checks, double checks, and triple checks which rival that of engineers and pilots.

3. We would be remiss, indeed, if thanks were not conveyed to [ ] for her "last ditch" calls to persons on the program. This reliance factor is an insurance policy which is essential to our success.

[ ]  
Chief, Orientation and Briefing Division

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# OFFICIAL ATTENDANCE REPORT

The attendance at the Twelfth Agency Orientation Course, based upon the attendance cards, is as follows:

## a) By Office:

D/CI . . . . .	5
ODD/A . . . . .	6
ODD/P . . . . .	5
OTR . . . . .	15
OCD . . . . .	41
ORR . . . . .	51
ONE . . . . .	3
OCI . . . . .	24
OSI . . . . .	16
FI	
PP	
PM	
Admin Staff . . . . .	6
TSS . . . . .	11
OO . . . . .	44
Security . . . . .	23
Personnel . . . . .	24
Commo . . . . .	37
Gen Serv . . . . .	18
Logistics . . . . .	40
Compt . . . . .	16
Medical . . . . .	5
Audit . . . . .	2
	<u>542</u>
Military CIA . . . . .	<u>22</u>
	<u>564</u>
IAC Guests . . . . .	23
Personnel Consultants . . . . .	<u>11</u>
Total . . . . .	598

\*Includes Area Divisions

(No one attended from those offices not listed above)

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b) By Grade:

GS-1 . . . . .	1*
GS-3 . . . . .	4*
GS-4 . . . . .	26*
GS-5 . . . . .	138
GS-6 . . . . .	27
GS-7 . . . . .	110
GS-8 . . . . .	4
GS-9 . . . . .	71
GS-10 . . . . .	2
GS-11 . . . . .	61
GS-12 . . . . .	39
GS-13 . . . . .	22
GS-14 . . . . .	28
GS-15 . . . . .	8
GS-17 . . . . .	1
Military . . . . .	22
	<u>564</u>

\* The 31 persons in GS-1, GS-3 and GS-4 attended at the request of their supervisors.

c) By Tenure:

Under six months . . .	86	15%
Over six months . . .	<u>478</u>	<u>85%</u>
	564	100%